

# Getting Talent Right

*Jina Etienne, CPA, CGMA, CDE®*





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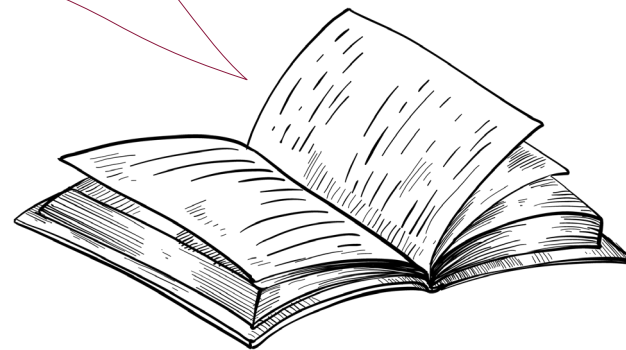
Jina is a consultant and speaker on diversity, inclusion & culture. She has created, developed and delivered a variety of keynotes, conference sessions, webinars and other training, as well as facilitated meetings, retreats and workshops - all designed to be engaging, practical, immediately applicable to real-world situations. She is a story-teller and draws from her unique background and mix of work experiences to offer examples and share insights. She speaks candidly about her experiences, sharing the lessons that helped her understand the importance and value of authenticity, curiosity and individuality, and how she fueled it to grow her personal brand.

Most recently she was Director - Diversity & Inclusion (D&I) for Grant Thornton LLC (GT), a national CPA firm. She managed the firm's D&I team, responsible for developing & implementing GT's national D&I strategy. In her role, she partners with firm leaders and collaborates across business lines to create, promote and implement D&I initiatives and programs.

Before joining GT, she was Principal Consultant at EtiennePartners (EP), a boutique consulting firm that offered a unique strategy development, workshops & coaching to leaders, executives and entrepreneurs. She was previously President & CEO of the National Association of Black Accountants, Inc. (NABA), a nonprofit membership association dedicated to bridging the opportunity gap for black professionals in the accounting & finance.



# The story of Ledger & Wise, CPAs





# Why diversity matters

By [Vivian Hunt](#), [Dennis Layton](#), and [Sara Prince](#)

January 2015

New research makes it increasingly clear that companies with more diverse workforces perform better.

In the United States, there is a linear relationship between racial and ethnic diversity and better financial performance.

More racially diverse companies had better financial performance.



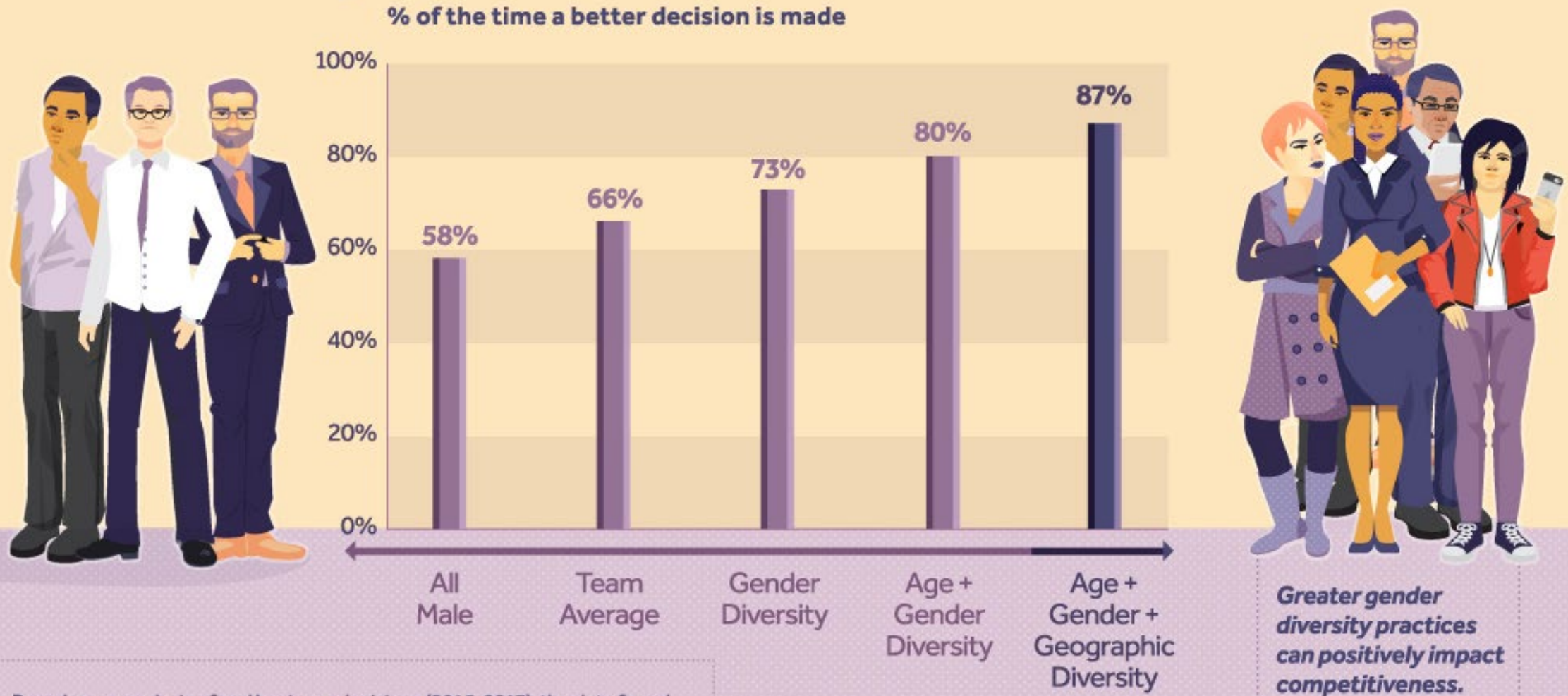


- 1) They focus more on facts
- 2) They process those facts more carefully
- 3) They are also more innovative

# Why Diverse Teams Are Smarter

by David Rock and Heidi Grant  
November 04, 2016

# Gender diversity leads to better decisions



Based on an analysis of real business decisions (2015-2017), the data found that diverse teams made more managerial and executive decisions that were well-framed with clear goals, adequate information, and multiple alternatives to avoid groupthink.



# Inclusive Teams Make Better Decisions



- Inclusive teams make better business decisions up to 87% of the time.
- Teams that follow an inclusive process make decisions 2X faster with 1/2 the meetings.
- Decisions made and executed by diverse teams delivered 60% better results.





## How Inclusion Improves Diversity And Company Performance

Paolo Guadiano | July 13, 2020

Even without data, a simple thought experiment can illustrate why it makes sense that inclusion drives performance.

*Imagine a team in which each individual performs at their peak, and the individuals collaborate perfectly. Let's call this the 100% team – performance cannot get any better. Suppose now that one team member feels excluded and becomes dissatisfied. Their productivity will drop, and cause ripple effects as other team members have to deal with the disruption. Clearly, overall team performance will decrease.*





# The War for Talent

- Term coined by Steven Hankin in 1997
- Competitive, changing landscape for attracting and retaining talent
- Traditionally influenced by labor supply vs demand
- Drives perceived value of:
  - Compensation
  - Benefits
  - Perks
- Impacts value of employer brand





## The War for Talent: It's Real and Here's Why It's Happening

BY JACOB MORGAN, AUTHOR AND FUTURIST

### *Changing Demographics*

This isn't new. Our organizations have always had to adapt to new generations entering the workforce, but the overall sense is that previous adaptations were very slow and gradual and have now become more aggressive.

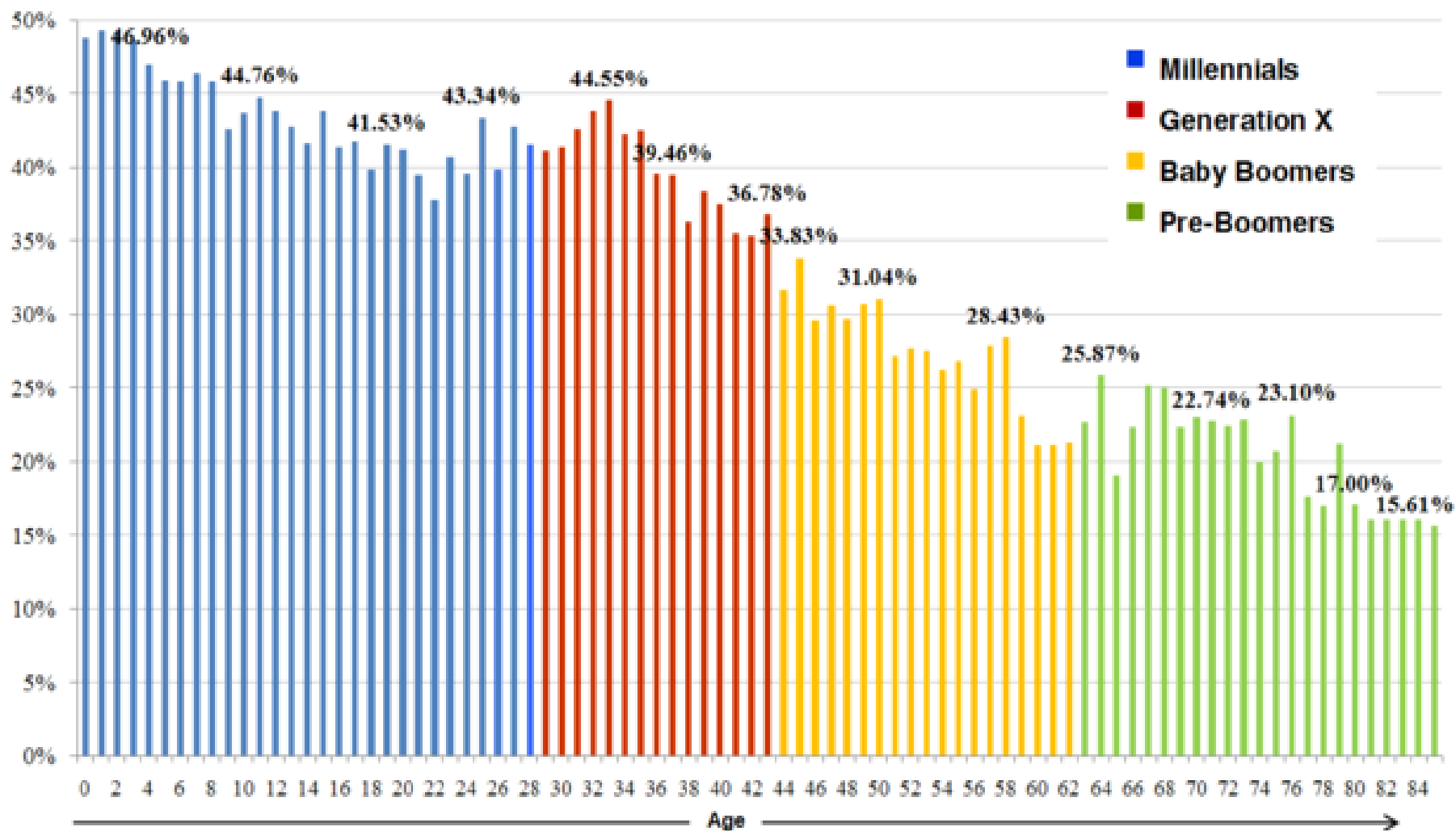
### *Psychology (and Sociology)*

Organizations are now taking [employee experience] more seriously as they try to truly create environments where people want to show up to work.



# The Millennial Generation is the Most Diverse in American History

Percent of U.S. Population That Is Non-White; By Age – May 2008

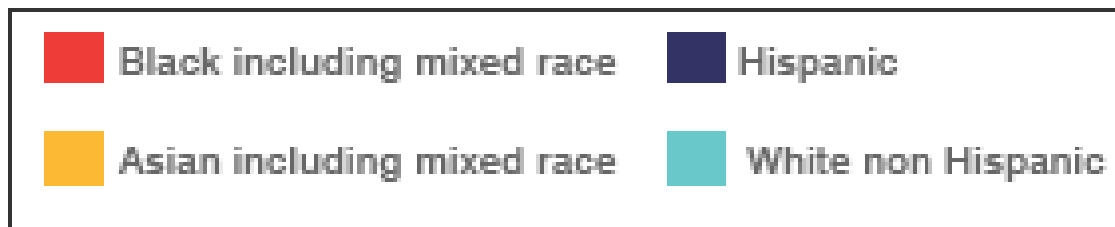
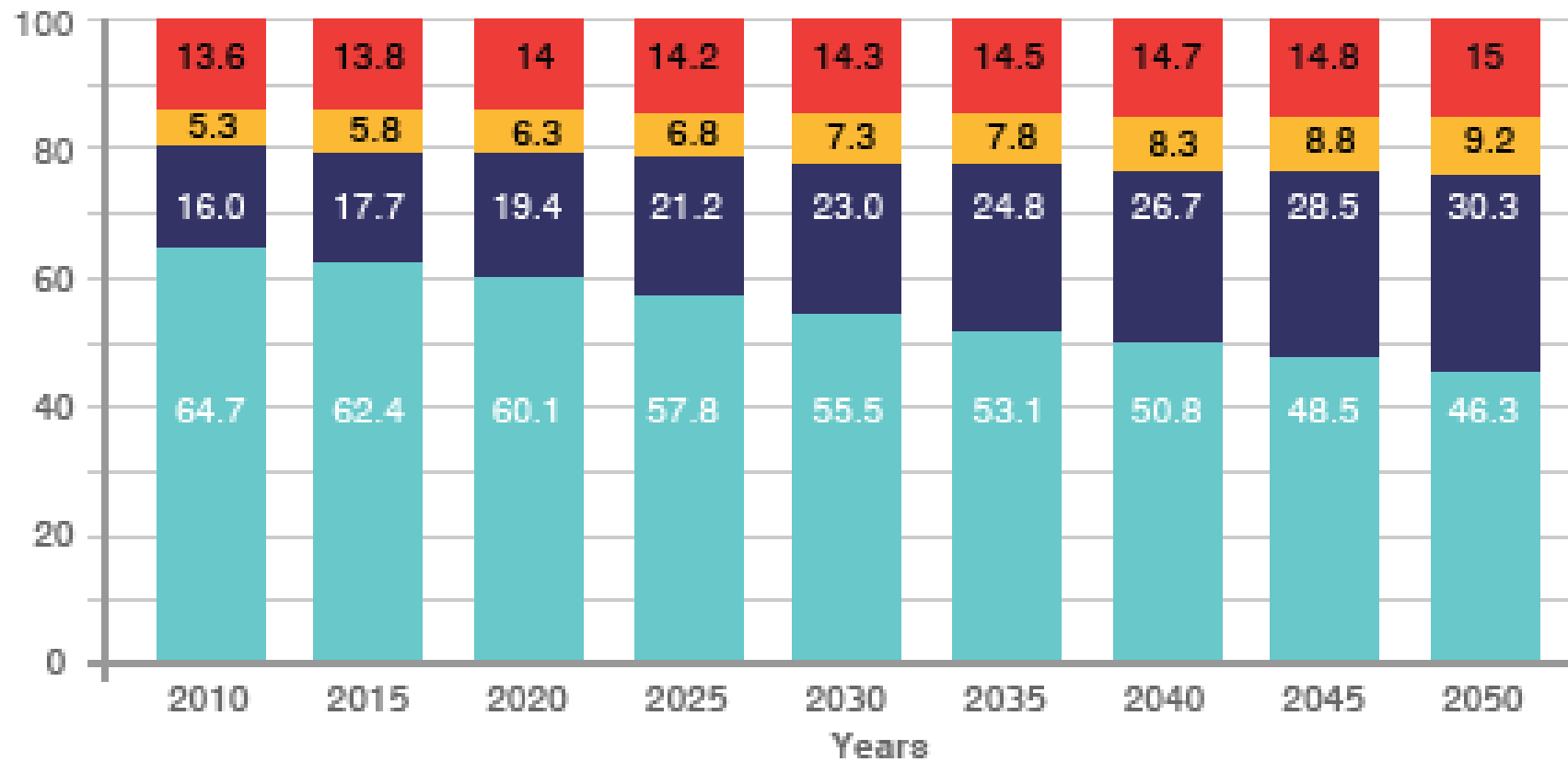


Current Population Survey, U.S. Census Bureau, May 2008



## US POPULATION PROJECTIONS TO 2050

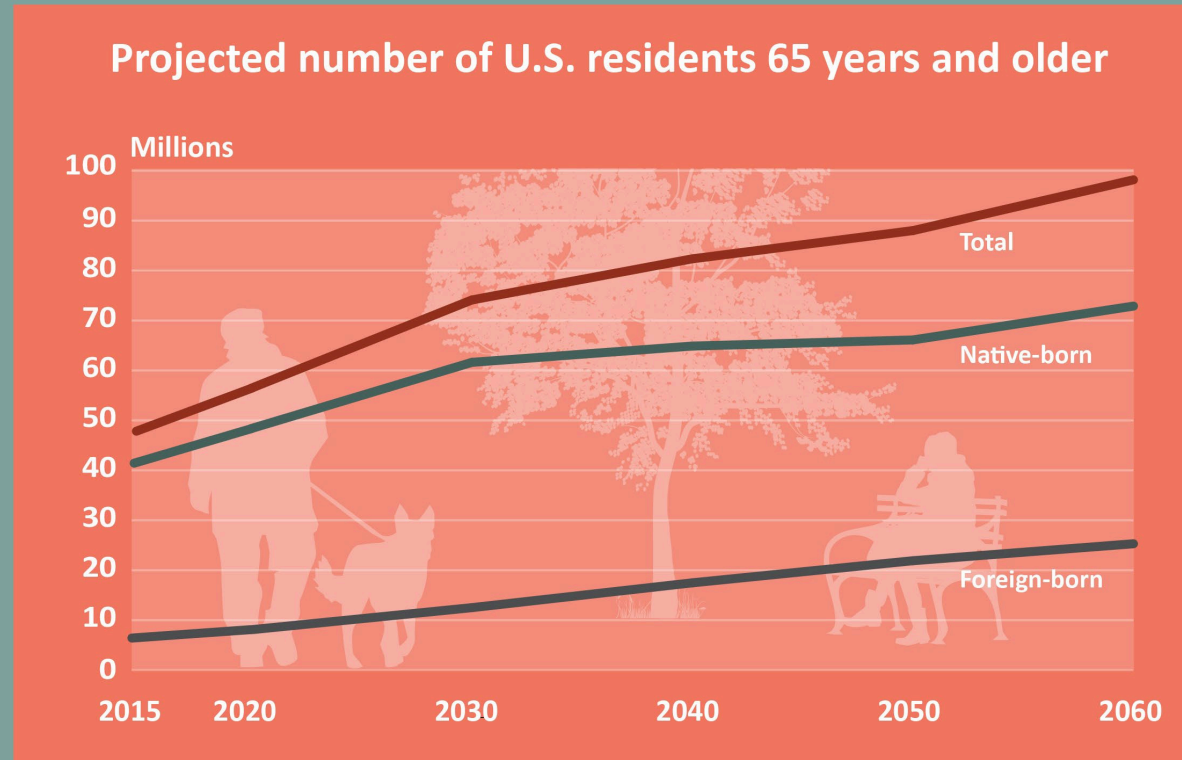
Percentage by race and Hispanic origin



SOURCE: US Census Bureau



# An Aging Nation



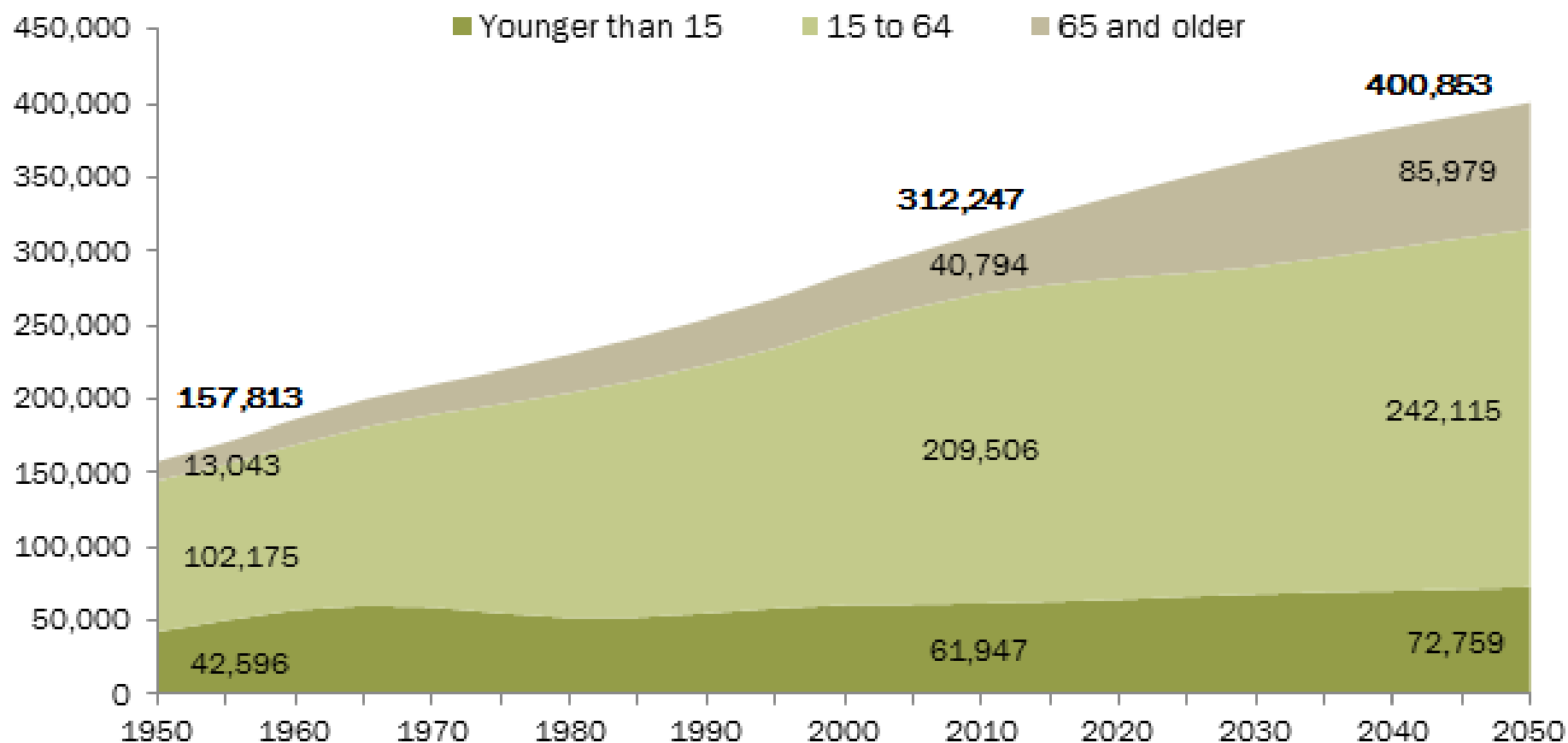
U.S. residents 65 years and older projected population increases between 2015 and 2060:

- Total—105.2 percent
- Native-born—75.9 percent
- Foreign-born—294.8 percent



## Estimates of the U.S. Population, by Age, 1950 to 2050

Thousands

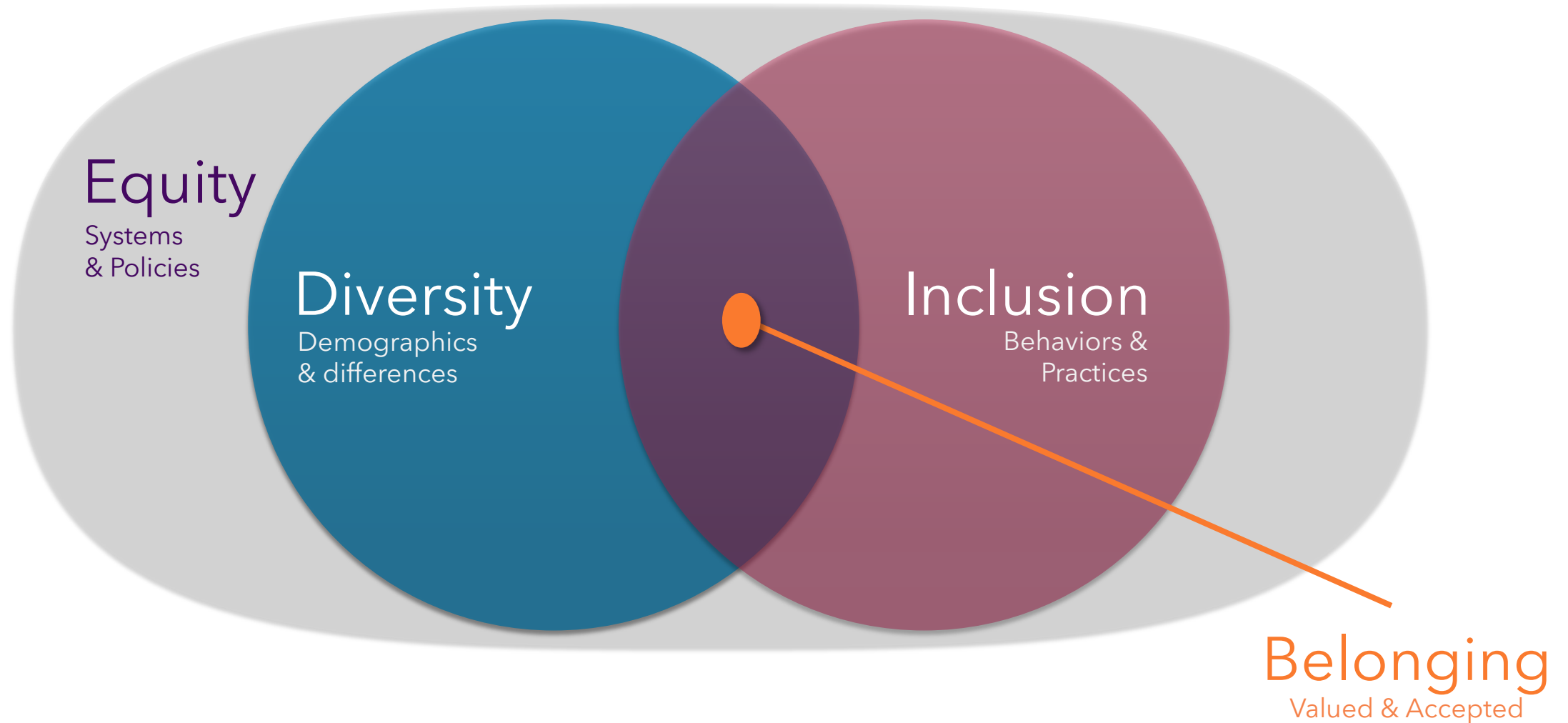


Source: United Nations, Department of Economic and Social Affairs, *World Population Prospects: 2012 Revision*, June 2013, <http://esa.un.org/unpd/wpp/index.htm>

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# Diversity, Equity, Inclusion & Belonging





# Inclusive Workplace Culture

An environment that values, appreciates and welcomes employees of all backgrounds and diverse characteristics. It does not strive to ignore differences or adopt a colorblind mindset. Employees feel respected for their differences. It helps encourage all employees to follow the same standards.





# What is Belonging?

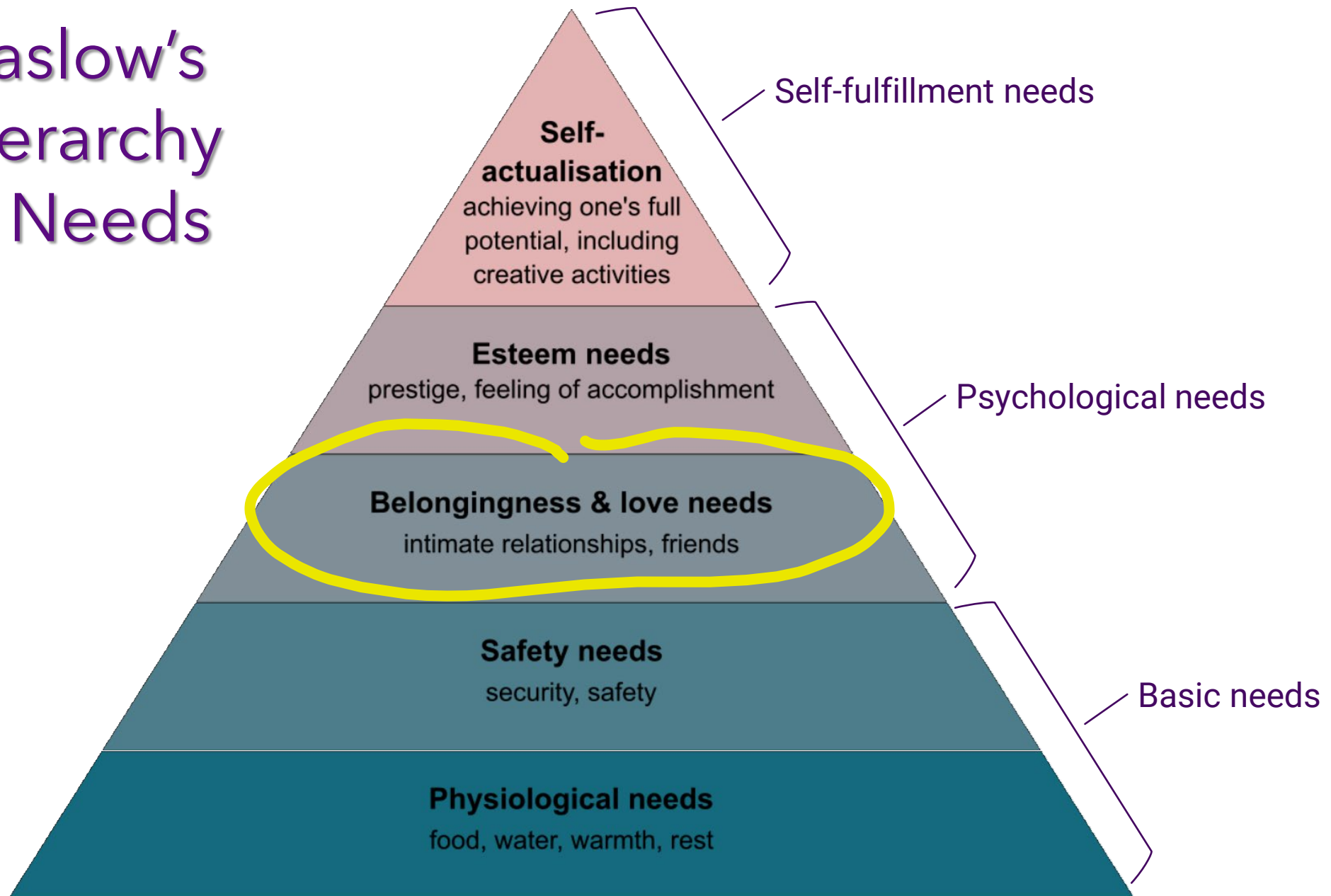
“Belonging is an employee’s sense that their uniqueness is accepted and even treasured by their organization and colleagues.”

~Tony Bond

- Runs deeper than acceptance
- Contributes to an overall sense of happiness and well being
- Cumulative result of our day-to-day activities, experiences and interactions at work
- 40% of people say they feel isolated at work
- Belonging at work
  - Reduces stress
  - Improves motivation
  - Psychological safety



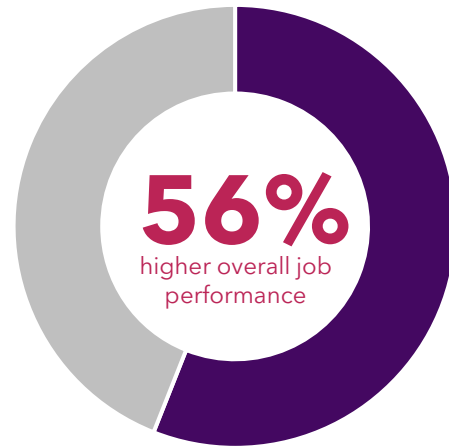
# Maslow's Hierarchy of Needs



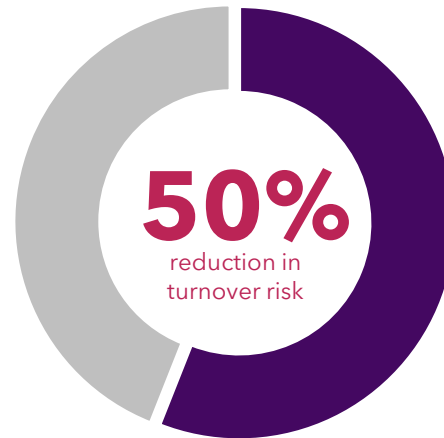


# The Value of Belonging

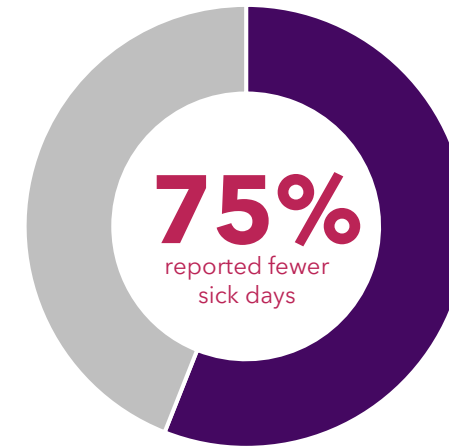
A nationwide survey of 1,789 full time employees across a diverse set of industries, found:



Employees with a strong sense of belonging perform better.



Belonging recruits and retains top talent.



Employees with a strong sense of belonging work more.



Belonging has  
become more  
important  
than ever.

The impact of Belonging on  
employee happiness  
increased in strength by

12% ↑





# People who feel a sense of belonging...

**3x** more likely to feel people look forward to coming to work

**3x** more likely to say their workplace is fun

**9x** more likely to believe people are treated fairly, regardless of their race

**5x** more likely to want to stay at their company a long time



# Let's look at an example...

*Using absenteeism as a measure of disengagement.*

## Facts:

- \$110M in Revenue
- 378 Employees  
(\$291,005 revenue per employee)
- \$75,000 average salary

	Average 2.7 Sick Days (1%)	75% Fewer Sick Days (0.3%)
Salary Cost	\$ 294,840	73,710
Revenue Lost	1,143,828	286,146
Total Absenteeism Cost	<u>1,438,668</u>	<u>359,856</u>
Revenue Impact	\$ <1,438,668>	<359,856>

**Net Savings: \$1,078,812**



# The Talent Management Cycle





# Impact of Bias: *Systems & Policies*

- Recruiting
  - Candidate selection & evaluation
  - Hiring decisions
- Employee Benefits
- Promotion & Advancement
  - Performance evaluation
  - Development opportunities
  - Mentorship / Sponsorship
- Accommodations
- Pay Equity
- Harassment







# Impact of Bias: *Practices & Behaviors*

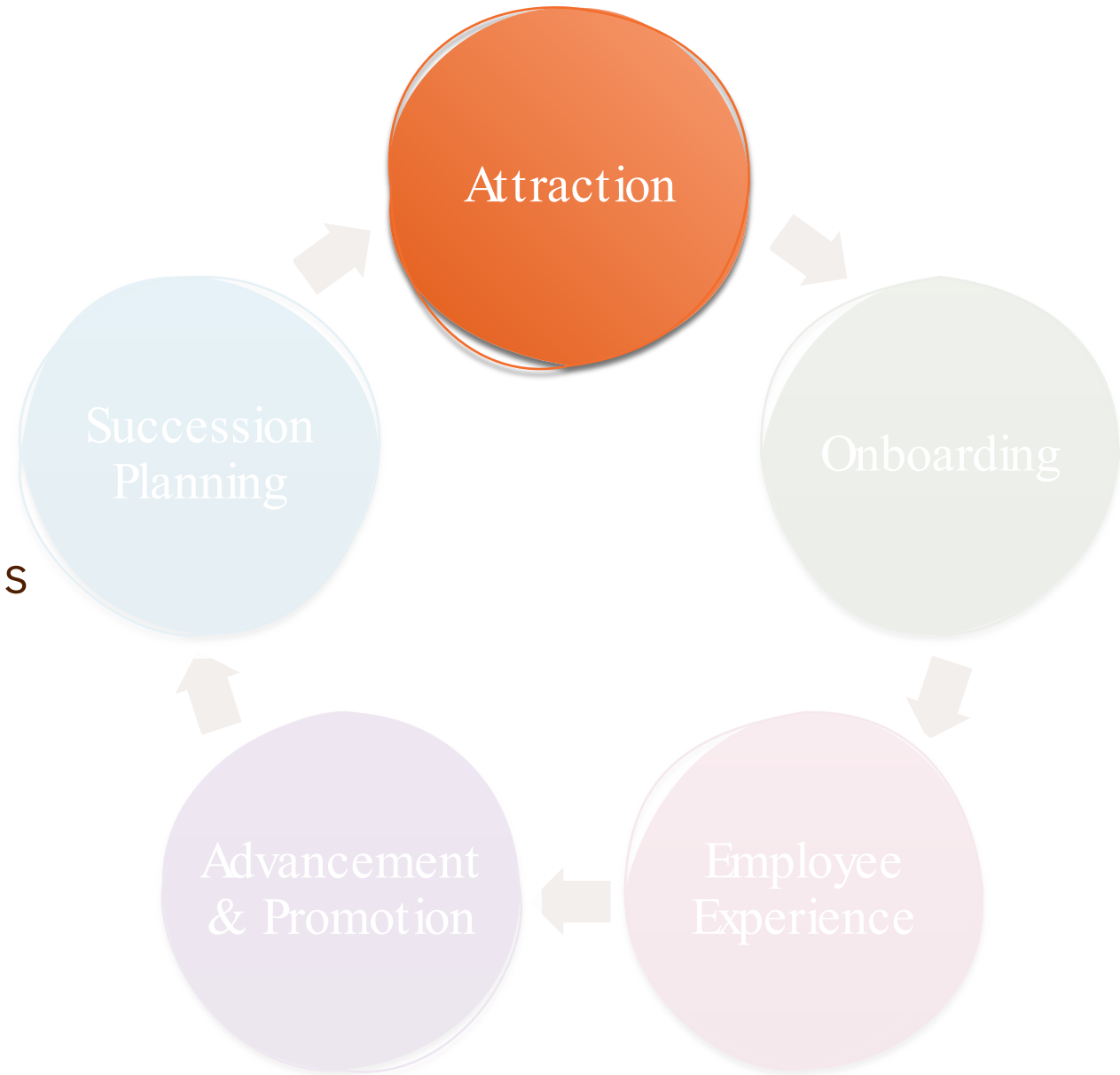
- Team Dynamics
  - Group think
  - Unwritten rules
  - Power dynamics
- Assimilation Strategies
  - Code switching
  - Holding back
  - Covering
  - Overcompensating
- Microaggressions





# The Talent Management Cycle

- Job Descriptions
- Job Requirements
- Diverse Candidate Pools
- Interview Panels
- AI Recruiting Tools





# Different Priority on Diversity

## Diversity and Inclusion is an Important Factor in Millennials' Job Search

Millennials are significantly more likely than older generations to consider the diversity and inclusiveness of a workplace to be an important criterion in their job search.

"If I were to look for a new job tomorrow, a diverse and inclusive workplace would be important in my job search" (% agree)

47\*



Employed Millennials

33



Employed Gen Xers

37



Employed Boomers

\*Significantly higher than other generations

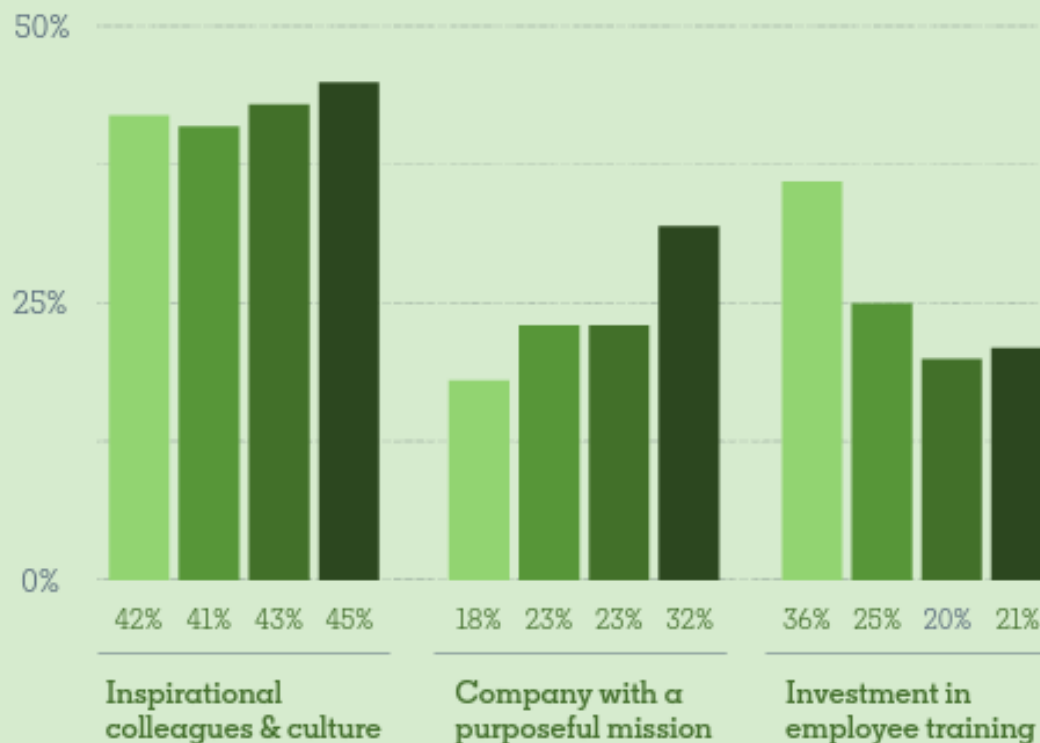


# Different Generational Priorities

## What generations prioritize in a job

Percentage of people who selected the following as a top factor when considering a new job:

■ Generation Z ■ Millennial ■ Generation X ■ Baby Boomers





# Diversifying the Talent Pool

- Employer branding
- New sources and channels
  - Diversity job boards
  - Affinity groups
- Review job descriptions
  - Inclusive language
  - Unnecessary job requirements
- Highlight your DEI efforts







# Candidate Selection & Evaluation

## Interview Styles

- Structured Interviews
- Interview Panels
- Defined scoring system
- Focus on skills and experience

1

## Recruiter Diversity

- Diverse backgrounds experiences &
- Functional, level & role diversity
- Neurodiversity
- Gender diversity

2

## Education & Training

- Inclusive Language
- Unconscious Bias
- Cross-Cultural Awareness & Communication
- Accommodations

3

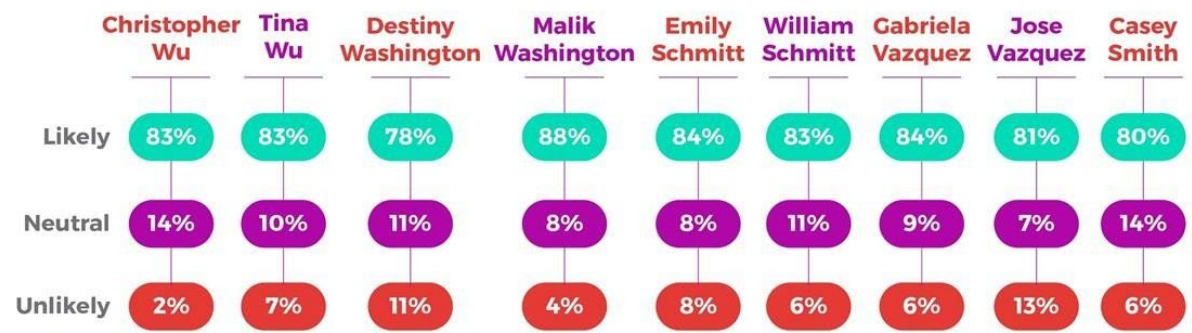


# Let's look at a few examples



## How Likely Are Hiring Managers to Call Back?

» Based on Job Applicant's Name



Malik Washington had the highest percentage of hiring managers who said they were likely to call for an interview, while Destiny Washington had the lowest percentage. The name with the largest percentage of hiring managers who said they were unlikely to call was Jose Vazquez.

The No. 1 reason hiring managers said they wouldn't call Destiny Washington back for an interview was her lack of education, although everyone had the same resume except for the name.

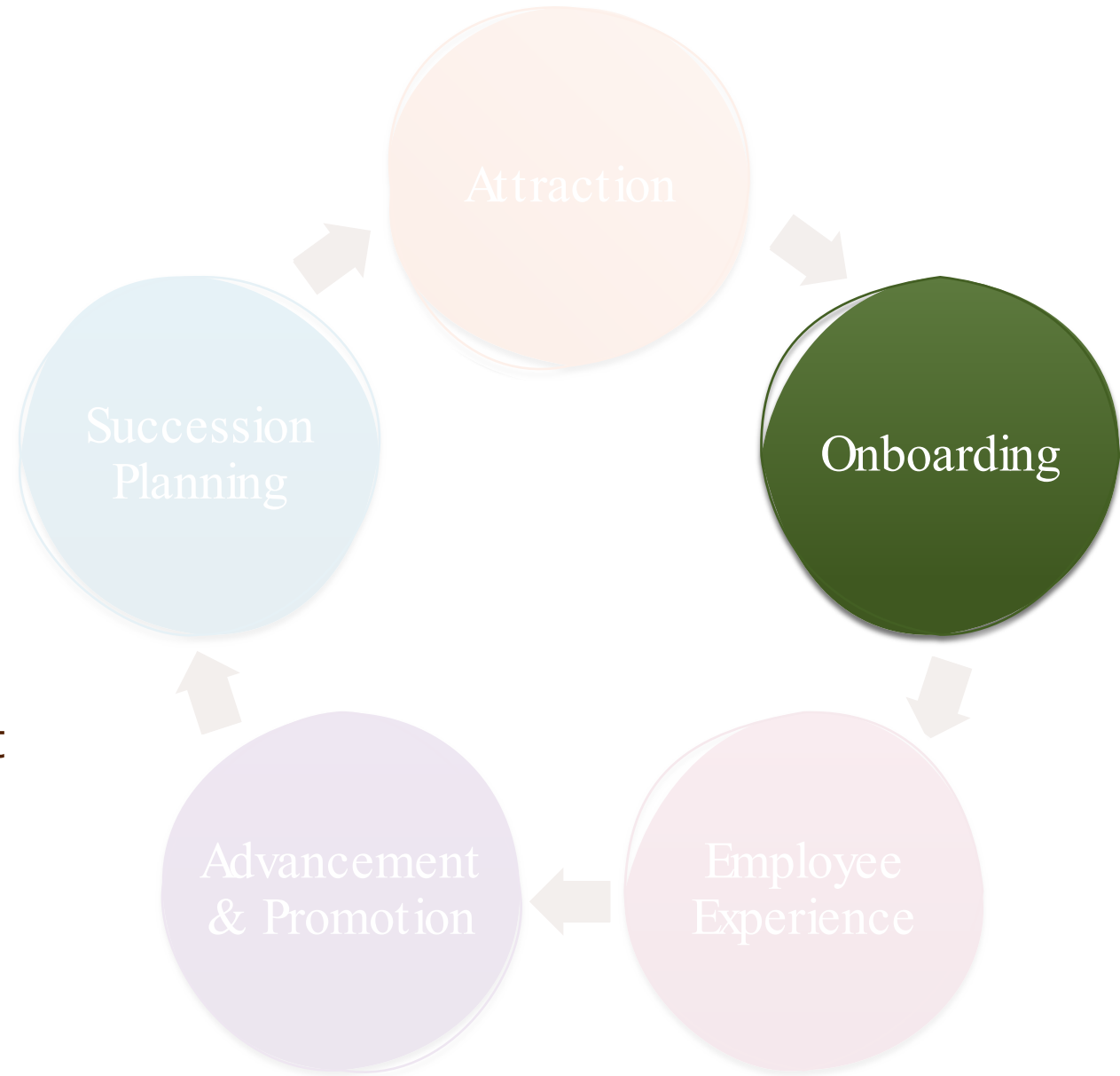
\*Not all percentages may add up to 100%  
Source: Survey of 910 employees with hiring responsibilities





# The Talent Management Cycle

- Preboarding
- Team Announcements
- Buddy System
- Advance Paperwork
- Share DEI Commitment
- Periodic Check-Ins





# Onboarding

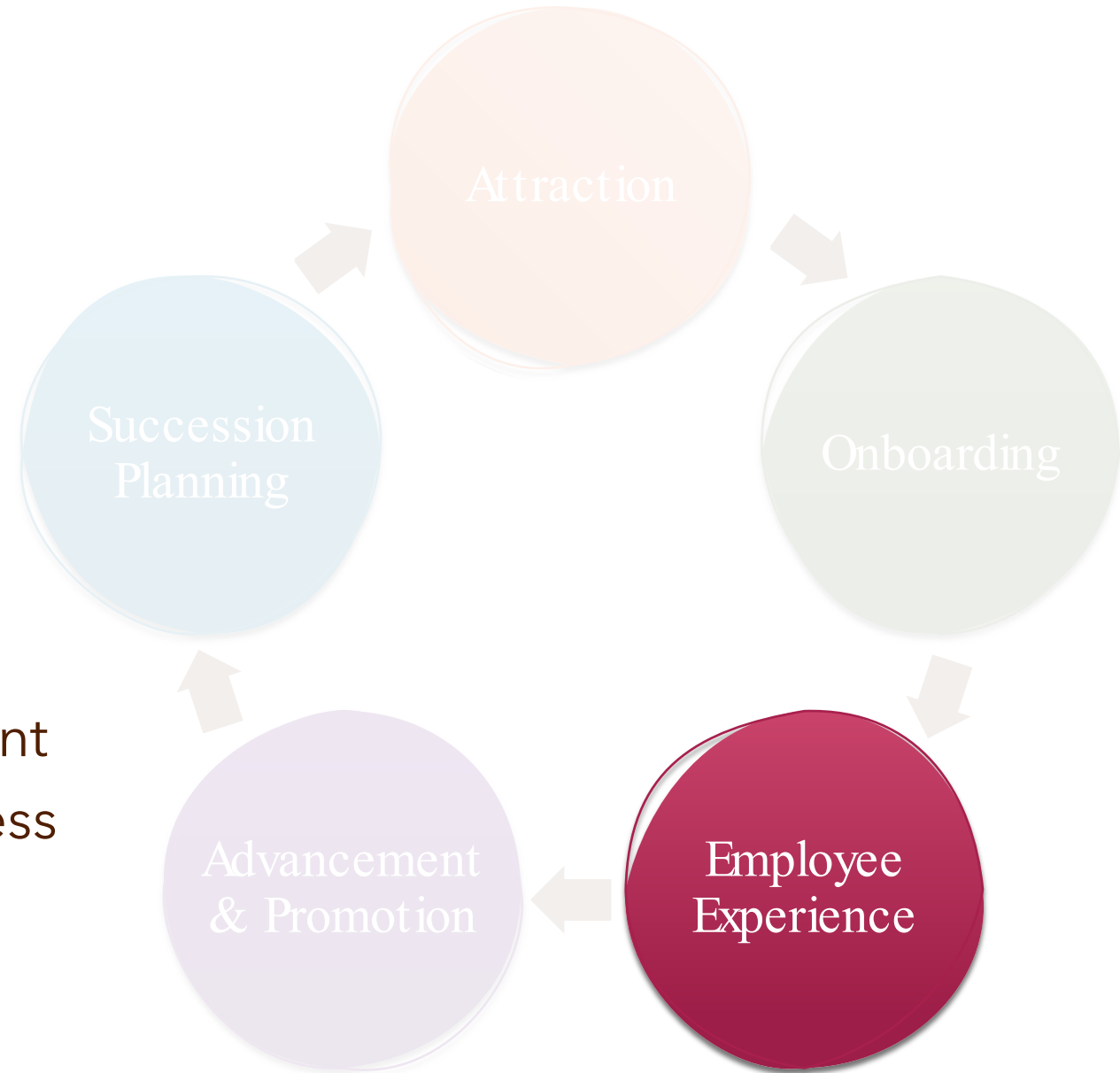
- Retention starts on day one!!
- Prepare the team
  - Announce new hires with start dates
  - Roles and responsibilities
  - Background, skills & experience
- Minimize paperwork overload or training meetings
- Create a welcome package (i.e., branded water bottle, Starbucks gift card)
- Facilitate introductions with new teammates
- Plan check-ins for the first few weeks





# The Talent Management Cycle

- Meaningful Work
- Inclusive Benefits
- Holistic Perks
- Support Networks
- Learning & Development
- Mental Health & Wellness

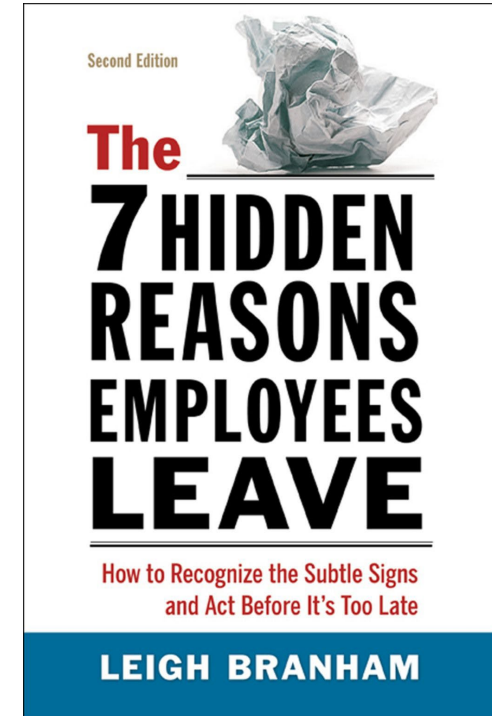




# Meaningful Work

Employees think about leaving when at least one of four fundamental human needs is not being met:

- 1) The need for **TRUST**
- 2) The need to have **HOPE**
- 3) The need to feel worthy and **RESPECTED**
- 4) The need to feel **COMPETENT**





# Flexibility

- Nontraditional work arrangements
- Flex roles to support competing responsibilities (i.e., childcare, learning opportunities, parental leave, healthcare)
- Alternative career pathways
  - Accommodate different life phases
  - Internal mobility
  - Pace careers across different timelines
  - Sabbaticals





# Mental Health & Wellness

- 83% of US workers suffer from work-related stress.
- In 2019, 94% of American workers reported experiencing stress at their workplace.
- US businesses lose up to \$300 billion yearly as a result of workplace stress.
- Stress causes around one million workers to miss work every day.
- Only 43% of US employees think their employers care about work-life balance.
- Depression leads to \$51 billion in costs due to absenteeism and \$26 billion in treatment costs.
- Work-related stress causes 120,000 deaths and results in \$190 billion in healthcare costs yearly.



# Workplace Stressors

- Uncaring managers ("Bad" Boss)
- Poor communication
- Mismatched expectations
- Longer work hours
- Email overload
- Competing priorities
- Increasing workload
- Meaningless targets
- Lack of support/resources
- Social isolation





# Workplace Wellness

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- Wellness programs, training & coaching
- Wellness spaces
  - Meditation, yoga, mindfulness
  - Quiet spaces, nap rooms
- Holistic support and benefits
- Mental health benefits / EAP
- Exercise facilities & programs

1 in 5 Gen Z's do not believe that their employer takes burnout seriously or is taking steps to address it.

# Break the Mental Health Stigma!

- Normalize the discussion
- Mental health literacy
  - Leadership & management training
  - Understanding neurodiversity
- Create psychological safety
  - Non-stigmatizing language
  - Meaningful accommodations
- Provide wellness spaces





# Evaluate Your Rewards Program

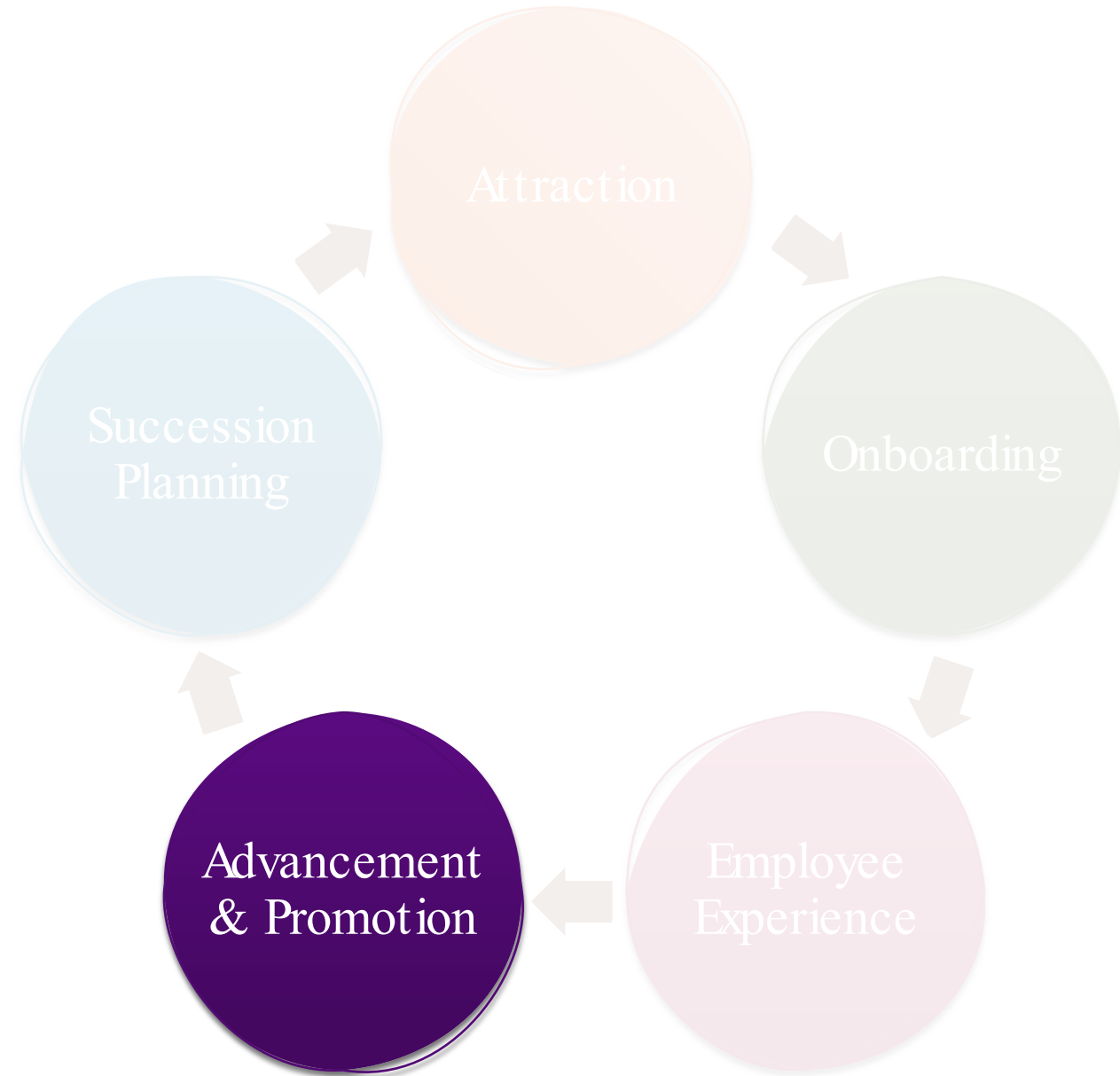
- Do they improve employee retention?  
*Turnover costs an estimated 6 to 9 months of salary*
- Are employees happy?  
*Employees are 12% more productive when they are happy*
- Do they reflect your company culture?  
*Rewards should reinforce company values*
- Are they actually getting used?  
*Only 25% of employees use reward and recognition programs*



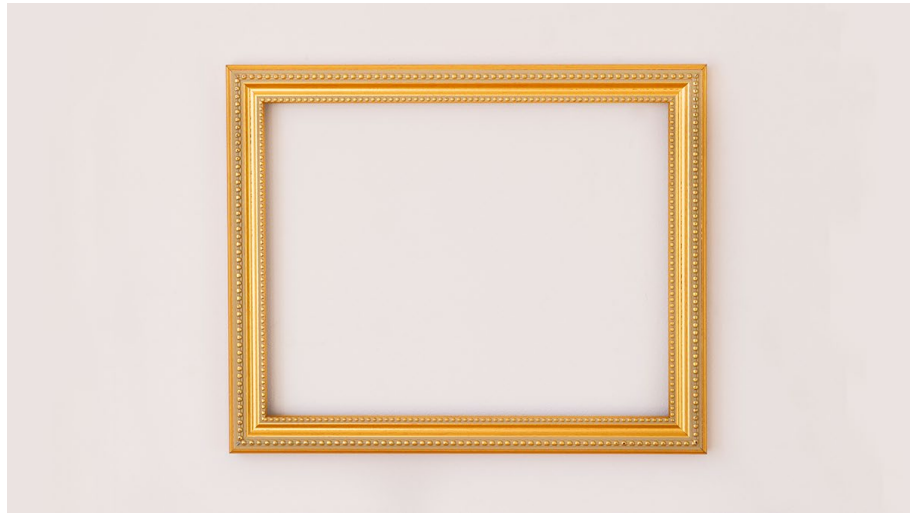


# The Talent Management Cycle

- Coaching
- Mentorship
- Allyship
- Ongoing Learning & Development
- Performance Feedback







## Why Most Performance Evaluations Are Biased, and How to Fix Them

Lori Nishiura Mackenzie, JoAnne Wehner and Shelley J. Correll (January 11, 2019)

“Most forms ask managers broad questions about their employees—e.g., “Describe the ways the employee’s performance met your expectations” or “What are their significant accomplishments?”—and offer a blank space or open box that managers can fill with assessments, advice, and criticisms as they see fit.

The trouble is, when the context and criteria for making evaluations are ambiguous, bias is more prevalent. As many studies have shown, without structure, people are more likely to rely on gender, race, and other stereotypes when making decisions - instead of thoughtfully constructing assessments using agreed-upon processes and criteria that are consistently applied across all employees.”



# The Power of Allyship

An Ally is a person who advocates for and takes action to support people outside of their own group.

- Distribute the D&I workload through engagement and participation
- Listen, support, reflect and actively push to drive change
- Bridges the representation gap
- Champion initiatives, programs and growth opportunities
- Sponsorship - actively support someone's career progression
- Mentoring - providing guidance, advice and encouragement
- Validate experiences, perspectives and barriers
- Champion initiatives, programs, growth opportunities



# Ask for Feedback

- Be open to change
  - Best practices are fluid
  - Adapt and pivot
- Employee engagement surveys
- Interviews
  - Exit (What could we do better?)
  - Stay (How are you doing?)
- Focus groups
- Upward feedback  
*(anonymized, if need be)*





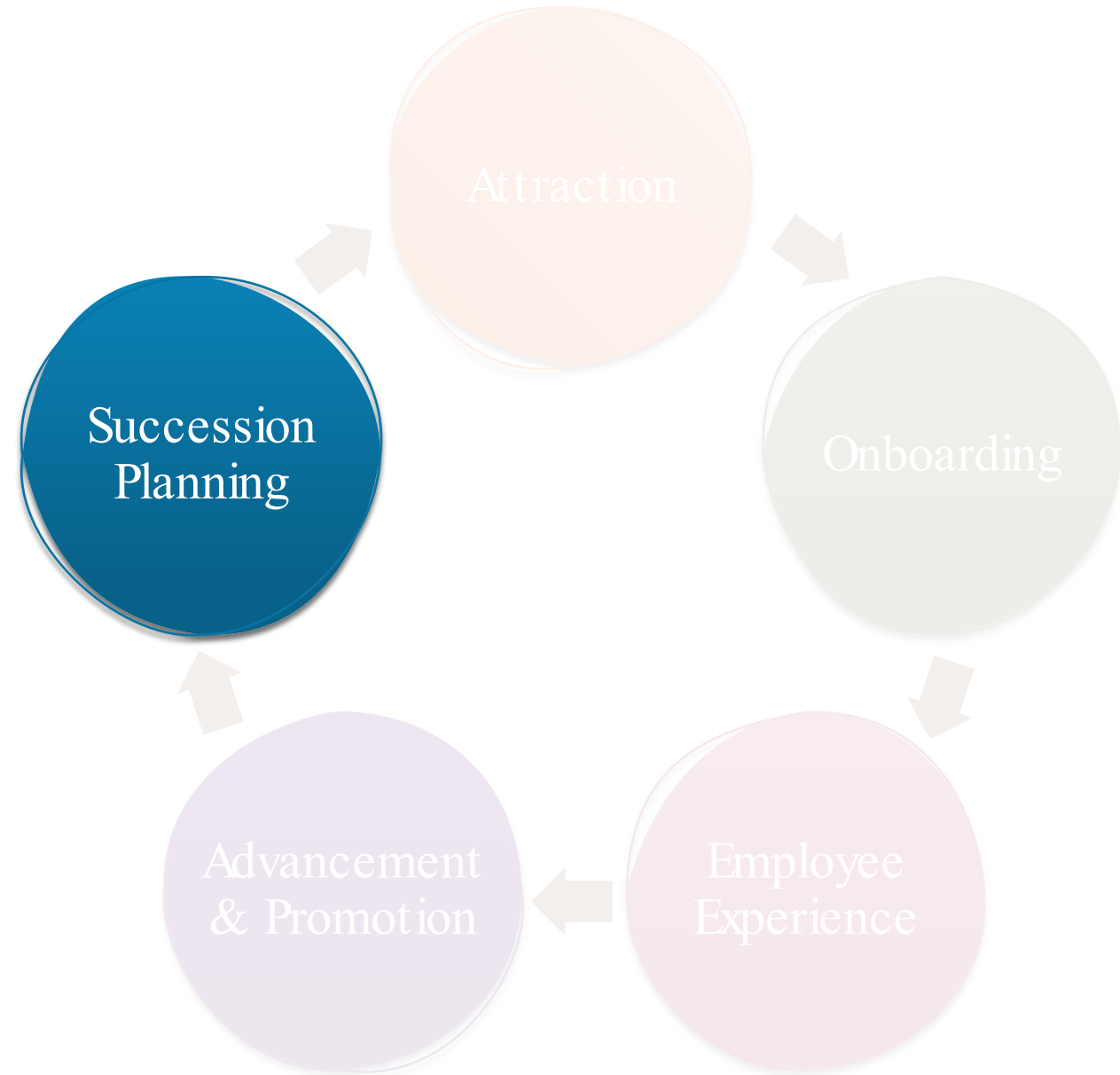
# Professional Development Benefits

- Improved engagement .....*Sense of value and appreciation*
- Sense of empowerment .....*Confidence to take on new projects*
- Skills alignment .....*Connect skills and competencies with growth opportunities*
- Leadership pipeline .....*Millennial leadership tracks with shifting employee expectations*
- Morale Boost .....*Sense of value and appreciation*
- Improves Recruiting .....*Increase in Net Promoter Score*



# The Talent Management Cycle

- Sponsorship
- Transparency
- Leadership Training
- Career Mapping
- Representation





# Inclusive Succession Planning

- Establish clear and objective criteria
  - Input from diverse stakeholders, including employees, managers
  - Transparency of timeline & process
- Mix of support programs
  - Mentorship - offers guidance
  - Sponsorship - creates visibility
  - Champions - provides opportunity
- Leadership development programs
- Equal access to advancement opportunities





# Representation

Representation refers to the presence of at least one minority in vital roles or at key levels with and across an organization.

- Signals opportunity for advancement for members of minority groups
- Lived experiences informs decision, strategies and organizational priorities
- Visible evidence of commitment to diversity
- A lack of diversity in senior leadership can undermine trust in an organization's commitment to diversity and inclusion.
- Influences perceptions about workplace culture to prospective clients and employees

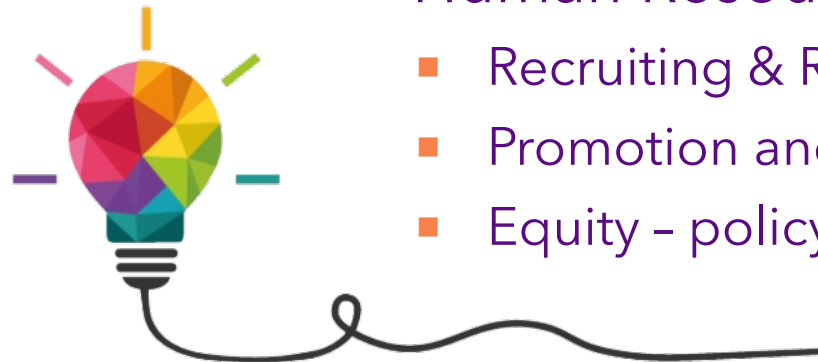




# Skills to Lead a More Diverse Workforce

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- The Fundamentals
  - The Business Case
  - Unconscious Bias
  - Uncomfortable Conversations
  - Understanding identities
- Cultural Awareness and Sensitivity
- Microaggressions
- Inclusive Leadership
- Mentoring
- Allyship
- Leadership competencies
  - Building trust
  - Mindfulness
  - Conflict management
- Strategic Planning
  - Data collection and analysis
  - Management and implementation
  - Leadership and accountability
- Human Resources
  - Recruiting & Retention Practices
  - Promotion and Advancement
  - Equity – policy, practice and systems



DIVERSITY is a fact

EQUITY is a choice

INCLUSION is an <sup>Intention</sup>~~action~~

BELONGING is an outcome

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# About Etienne Consulting

We believe hiding is the most dangerous thing we can do. *Being seen is how we unlock our superpowers.* At Etienne Consulting, we coach and facilitate training and workshops using the practice of fearless inclusion. Fearless inclusion is the freedom to be yourself and the ability to create space for others to do the same. It is the combination of intention and consistent action that shatters unseen barriers.

## d&i consulting

We meet clients wherever they are on their d&i journey. Whether taking first steps or firmly on the path looking to revise an existing strategy, we provide customized support based on your organization's needs.

## training & workshops

We offer training & workshops designed to help individuals, leaders, and teams learn how diversity influences workplace culture, understand the link between self-awareness and belonging, and get more comfortable talking about differences.

## speaking & keynotes

Jina is a dynamic, in-demand speaker who engages audiences with guts, passion, clarity, and energy. She is a storyteller unafraid of sharing personal stories and experiences to help her audience connect dots.